



## *Report to the Auburn City Council*

Action Item

Agenda Item No. **7**

*[Signature]*  
City Manager Approval

**To:** Mayor and City Council Members  
**From:** John Ruffcorn, Chief of Police  
**Date:** February 11, 2013  
**Subject:** Police Department Reorganization

### *The Issue*

Should the City Council accept the proposed changes to the Police Department's organizational structure?

### *Conclusion and Recommendation*

Based on the Police Department's current and future needs, Staff is recommending that the City Council approve the Police Department's reorganization.

### *History / Background*

From 2008 until now, your police department has been transformed, enhanced, and reorganized on several occasions. It went from twenty-six sworn officers to twenty, nine non-sworn personnel down to seven. It went from three command staff executives down to one. Layoffs, retirements, and resignations have occurred, while grants have been obtained and utilized to increase and maintain staffing levels during this time.

Some of these changes can be attributed to the great recession, some of these changes can be contributed to employees looking for other opportunities, some of these changes can be attributed to hard work, while others can be attributed to police management decisions. Regardless of the contributing factors, your police department is healthier today than it was five years ago. However, there is still work to be done.

When I was hired as your police captain, I informed all of the employees that I wanted to set the standard of requiring a Bachelor's Degree for all management positions (lieutenant and captain). When I was appointed as your police chief, I reiterated my requirements.

In June of 2011, there was only one sergeant that met this requirement, and in my assessment, none of the sergeants were ready for a management role. Since that time, I have had another sergeant obtain his Bachelor's Degree, and I am pleased to announce that I believe we have two eligible candidates that are ready to compete for a lieutenant's position, and think it is time to promote an internal candidate to the rank of lieutenant.

---

As I have previously stated, the organization has improved internally through formal and informal training, and externally by providing a better and consistent product to our citizens and business owners. However, there is still development that needs to occur.

When I first arrived here, my greatest concern was having to conduct a large-scale investigation, and not having the personnel capable of successfully managing the complexity of the situation. Today I am here to let you know that the investigators we have trained over the last four years are some of the best I have ever worked around. I have had the opportunity to work with some great detectives, but I would take the four we currently have without hesitation. They are dedicated, knowledgeable, professional, and care about their chosen profession.

In addition, by having investigators assigned to our regional task force, I am also very confident that the illegal drugs and AB 109 issues in our community are being mitigated. This also allows us access to eight additional investigators from our regional agencies at no additional costs.

Future growth within the organization has to occur within the rank of sergeant. Some of our sergeants have the necessary tools needed in today's law enforcement profession, while other sergeants need to have the training and exposure to be personally successful, and to ensure agency success.

Because of the lack of opportunities in the past, lack of exposure to complex investigations, and lack of skill building training, our sergeants need some training and opportunities. This cannot be accomplished within the current structure of the police department. There is not enough flexibility to complete required training, and there is not enough activity to learn the skills within their daily assignments.

Tonight, I am here proposing a restructure of the police department. I am proposing to fill the vacant position of lieutenant, and then filling the sergeant's position vacated by the promotion. This will provide the department the ability to develop through opportunity, training, and mentoring.

As we develop our law enforcement personnel, I see additional restructuring occurring through attrition (retirements and resignations). I do not see any additional need for sworn law enforcement personnel unless the impacts of prisoner realignment are greater than anticipated; however, I do see a need for additional non-sworn personnel (Crime Analyst, Community Service Officer, and administrative support personnel) as the complexities of law enforcement agencies continue to develop.

#### **Alternatives Available to Council**

- Accept the proposed reorganization as provided
- Direct changes to the reorganization
- Direct staff to maintain the Police Department in its current organizational structure

**Fiscal Impacts**

The Police Department will not be hiring any additional personnel to accomplish this reorganization. However, the promotion of a lieutenant will increase the Police Department's Personal Services budget allocation by less than \$20,000.

**Attachment**

A) Proposed Organizational Chart

Auburn Police Department 2013

